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NPIC/CSD-479/67
11 September 1967

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT: Minority Report - I.E. Task Force

1. After very serious study of the attached (Attachment 1) report to be submitted to the Executive Director by the Imagery Exploitation Task Group, I respectfully submit a minority opinion. With the best interest of the Center in mind, I feel that the recommendations should be more explicit, stronger, and designed to provide more definitive guidance to the Office of the Director.

2. I feel that firm reorganization guidance be recommended at this time for the following reasons:

a. It would not prolong the suspense of waiting for top level reorganization decisions which has had and is now having a serious effect on the morale of the Center's personnel;

b. It would maximize the P.I. effort and the support activities in the long term since we are not utilizing our available manpower to its fullest extent. Because of budgetary limitations, it is doubtful that an increase in personnel will be realized in the immediate future. Consequently, this must be a major consideration.

c. It would allow the movement of personnel into positions for which they are best qualified;

d. It would provide the capability and organization to cope with the systems presently under development which will impact the Center in the immediate future;

e. It would not burden the future Assistant for Imagery Exploitation with both managerial and reorganizational problems. It would allow for programmed implementation.

3. There must be specific objectives in any reorganization and I feel that the following must be considered:

a. Improve the Center's stature for finding and reporting significant intelligence items;

b. Place much greater emphasis on Third Phase reporting;

c. Improve First Phase reporting as to quality and format;

GROUP 1
Excluded from automatic
downgrading and
declassification

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d. Develop an effective method by which searches for new targets can be realized. Improve methods for reporting the lower priority known targets;

e. Generate imagery reports in consonance with the National Tasking Plan;

f. Experiment on new techniques for reporting and extracting data from film.

4. In this reorganization, it is imperative that:

a. It be along functional lines;

b. That equality be guaranteed between the skills of those affected;

c. A high premium be placed on good management;

d. The selection of managerial/supervisory personnel be made on proven abilities;

e. That the managerial/supervisory personnel for the Imagery Exploitation Directorate be evaluated and selections be recommended by an NPIC Board to the Executive Director.

5. To accomplish the reorganization, the following steps should be taken prior to the reorganization:

a. Evaluate all management/supervisory personnel in these divisions;

b. Evaluate photo interpreters into three broad categories:

(1) System Specialists--men trained in special skills (e.g. missile ranges, nuclear, etc.);

(2) Order of Battle or Military Specialists--men skilled in weapons identification;

(3) Geographic Area Specialists--men skilled in a region or country.

6. It is recommended that the Imagery Exploitation Directorate be

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organized along the following lines: (See Attachment 2)

a. A Science and Technology Division would report on all highest priority First Phase targets within its area of responsibility and create base reports on all categories delineated by the National Tasking Plan. Branches would be created in consonance with NPIC's National Tasking Plan responsibilities. Staffing of these branches would be based on the number of base reports required and requirements levied on the Center. Branches would consist of PIs, Graphical, Editorial, and Mensuration specialists. Collateral specialists supplied as required. Branch chiefs would be selected on proven management/production abilities.

b. A Military Division would consist of Air, Naval, Army, Tactical Missiles, Defensive Missiles, etc.. Branches would report priority targets in First Phase reporting. Unless directed, they would have no responsibility for producing base reports under the National Tasking Plan. Branches would be heavily staffed with PIs with necessary help from editors, collateral specialists, and mensuration technicians. Branch supervisors must be chosen on their management/supervisory abilities.

c. A Geographic Division would be responsible for a more detailed review of the photography with the prime purpose of discovering new targets and/or changes to existing targets. Branches would consist of collateral specialists and PIs, and exploitation would be along country-regional lines; i.e. the same people constantly reviewing the same area. Branch supervisory personnel would be selected on area knowledge and management ability.

d. A Target Data Division. It is imperative that an organization be created to manage the data necessary for and derived from the imagery interpretation effort. This Division would be responsible for the management of the Installation Data File of the National Base for Imagery Derived Information (NBIDI). The Division would consist essentially of collateral specialists.

Since the Installation Data File is a portion of the NBIDI, and it is assumed that the other files will be assigned to the Production Services Directorate, consideration should be given to having these files under one directorate and managed as a complete data base.

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e. A Requirements and Production Staff would be responsible for the scheduling and coordination of all requirements levied upon the Directorate.

DINO A. BRUGIONI
Chief, Collateral Support Division,
NPIC

Attachments:
a/s

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